

Redacted by counsel for the United States

**Microsoft**  
Annual Performance Review  
**2006**

**Review Form Content**  
 1. FY06 Results Achieved Against Commitments  
 2. FY06 Contribution Ranking  
 3. FY07 Commitment Setting  
 4. FY07 Career Development

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Dept. Name:	MS Operations
Date:	7/13/06

**FY06 Results Achieved Against Commitments**

Summarize your performance against each FY06 commitment.

Commitments and results should include:

- ▶ Key areas for all employees: Achieving commitments and business metrics, customer satisfaction, and functional and technical knowledge and skills.
- ▶ Additional key areas for managers and leaders: Managing and developing others, setting business strategy, and driving business performance.
- ▶ Accomplishments and how accomplished: Identify competencies to help express the "how" for each commitment.

Commitments	Execution Plan	Accountabilities
Redacted		

**Government  
Exhibit**

Redacted

6. **Deliver against primary Fulfillment obligations for FY06: Launch Wave and Venture Integration: Achieved**

I am tracking to green for all LaunchWave deliverables. I implemented a rigorous change control process to ensure the Vista and Office marketing VPs we partner with sign off on any changes to baseline. This has caused me to escalate a handful of times during the year and it drove the right kind of behavior on the team, since there have been significant changes to RTM dates which impacts capacity planning. A significant accomplishment in Launch Wave planning was the build-out of a manufacturing facility in Puerto Rico capable of handling all commercial and OEM CD and DVD manufacturing for profitable SKUs in the North America. This was a pure tax play and because we took the factory live by July 1, we were able to start claiming the tax benefit as planned. We will also be able to meet our launch volumes from this facility and have added mastering and high volume DVD replication using advanced edge-to-edge antipiracy techniques pioneered by the MS Ops team.

I will need to invest incremental expense against in FY07 in the Release Utility for codesign and antivirus scanning. The advent of managed code in the BGs, a lighter SLA for Services code, and a hockey stick in # of SKUs makes Release mission critical to the development process. This wasn't built as part of my FY07 plan and my BG partners are currently working on funding the investment, but collectively we missed the massive spike in capacity required for LaunchWave, as well as persistent needs beyond the Vista/Office launch.

I repurposed the Venture Integration team to work on project Nexus in Q3-Q4 and purposely missed the goal on my sheet to *deliver VI metrics by June 06 to measure Ops effectiveness integrating acquired companies*. Since we have a mature playbook for integration in to Ops, I had this team focus their energy on collaborating with a group of leaders from the MSN, Retail, IT, Window and Office BGs to develop a strategy we could propose to the team focus for consolidating the redundant online Operations areas that have grown up over the years to do order, bit provisioning and download, and billing. As the process owner for the fulfill-to-bill activities, I made it my charter to address the question of how we will do these tasks in an online services environment with declining volumes of physical media. The team delivered their recommendation to the Quartet by the end of June. It was a consensus proposal which has been nearly impossible to drive in this area, so I look back on the decision and know it was the right way to reprioritize.

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